

INSTAGRAM MARKETING AND BRAND AWARENESS AMONG GENERATION Z: EVIDENCE FROM AN INDONESIAN CREATIVE PHOTOGRAPHY STUDIO

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ABSTRACT

Background: In the era of Industry 4.0, social media marketing (SMM) has become a strategic instrument for creative businesses to build brand presence, particularly for those operating with limited physical accessibility. Digital platforms enable small and medium-sized enterprises to communicate and engage with broader audiences, making the evaluation of SMM effectiveness increasingly important.

Purpose: This study aims to analyze the influence of Instagram-based SMM on brand awareness among Generation Z consumers of “Dua Transisi,” a photography studio in Bogor, Indonesia, and to formulate strategic recommendations. The study additionally characterizes existing Instagram SMM strategies and respondent profiles to provide empirical grounding for the core analysis.

Design/Methodology/Approach: A mixed-methods approach was employed by combining quantitative survey data and qualitative in-depth interviews. Data were collected from Generation Z respondents and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). SMM was conceptualized through entertainment, interaction, trendiness, customization, and electronic word of mouth (E-WOM), while brand awareness was assessed across hierarchical levels from recognition to top of mind.

Findings/Result: The findings indicate that brand awareness of “Dua Transisi” is generally at a high level among Generation Z. SMM demonstrates a significant positive influence on brand awareness, confirming its effectiveness as a primary marketing tool. Among the SMM dimensions, E-WOM plays the most influential role, supported by engaging and interactive content. Customization also emerges as a key factor in strengthening audience relevance and connection with the brand.

Conclusion: Instagram-based SMM effectively enhances brand awareness, even for businesses with limited physical visibility. Strengthening E-WOM, interactive engagement, and personalized communication is essential to sustaining a competitive advantage.

Originality/Value: This study provides empirical insights into the role of SMM in building brand awareness within the Indonesian creative industry, offering practical managerial implications tailored to Generation Z audiences.

Keywords: brand awareness, electronic word of mouth, Generation Z, Instagram marketing, social media marketing

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INTRODUCTION

The rapid expansion of social media in the era of Industry 4.0 has fundamentally reshaped how businesses communicate with consumers. Social media platforms now serve not merely as spaces for social interaction but as strategic instruments for brand communication, customer engagement, and market expansion (Zulpakar, 2024). In Indonesia, active social media users numbered 167 million out of a total population of 274.4 million as of 2024, with 78% of the population connected to the internet (We Are Social, 2024). Instagram, WhatsApp, Facebook, and TikTok dominate this landscape, collectively constituting the primary channels through which brands reach and influence consumers.

For small and medium enterprises (SMEs) in the creative sector, social media marketing (SMM) has emerged as a particularly cost-effective and flexible strategy for building brand presence. The creative industry in Indonesia, including photography, contributed significantly to the national economy, with the photography subsector alone generating Rp 8.4 trillion in gross value added and employing over 63,755 workers in 2017 (BPS, 2017). Within this industry, photography studios increasingly rely on visual storytelling via Instagram to attract clients, particularly among Generation Z, a cohort defined by digital nativity, high social media engagement, and strong preferences for authentic brand experiences (Prensky, 2001; Chandra, 2024).

Generation Z's social media behavior is shaped by distinct psychological and sociocultural drivers that differentiate their brand engagement patterns from previous cohorts. Research confirms that Generation Z exhibits strong preferences for authentic, interactive, and personalized content, driven by peer influence, group identity, and emotional engagement with content creators (Elkatmış, 2024; Jambulingam et al. 2018). In the context of brand awareness formation, studies indicate that Generation Z's engagement progresses from hedonic to utilitarian brand interactions, with trust mechanisms built through influencer credibility and E-WOM playing a central mediating role (Satrio and Prihandoko, 2025; Billman et al. 2025). Among the SMM dimensions most salient to Generation Z, E-WOM and interaction have been identified as particularly influential, as peer validation and social approval mechanisms heighten brand recall and

recognition within this cohort (Abdou, 2025; de Castro and Sousa, 2025).

Despite the acknowledged importance of SMM, questions persist regarding its measurable influence on brand awareness, especially for businesses operating in locations with restricted physical accessibility. "Dua Transisi," a photography studio established in 2019 and located within a residential complex in Bogor, Indonesia, represents precisely this scenario. With over 14,700 Instagram followers, the studio has achieved notable digital visibility despite limited walk-in accessibility. Yet the extent to which its social media activities have systematically shaped brand awareness among Generation Z remains underexplored.

Prior research has demonstrated that SMM activities encompassing entertainment, interaction, trendiness, customization, and electronic word of mouth (E-WOM) positively influence brand awareness across various industries (Cheung et al. 2019; Kim and Ko, 2010). Studies in emerging economies further confirm that Instagram-based marketing drives consumer engagement and brand recognition, though the mechanisms and relative contributions of each dimension require industry-specific investigation (Zeqiri et al. 2025). Research also underscores that SMM effectiveness is contingent on platform choice, content quality, and the degree of audience interaction facilitated by the brand (Pham and Gammoh, 2016; Beig and Khan, 2018).

This study addresses these gaps by examining the influence of Instagram-based SMM on brand awareness among Generation Z consumers in the context of a small Indonesian creative business. Specifically, the objectives are to: (1) identify the existing Instagram SMM strategies of Dua Transisi; (2) characterize respondent profiles and social media behavior; (3) assess the current level of brand awareness; (4) analyze the influence of SMM dimensions on brand awareness using PLS-SEM; and (5) formulate strategic recommendations based on the Social Media Marketing Strategy (SMMS) framework.

METHODS

This study employed a mixed-methods design integrating quantitative survey analysis and qualitative in-depth interviews. The quantitative component

collected primary data via an online questionnaire distributed through Google Forms to Generation Z respondents (individuals born between 1997 and 2012) who were active Instagram users, aware of the Dua Transisi brand, and had interacted with the brand's social media content. This approach reflects the purposive convenience sampling method as recommended by Sugiyono (2018), selected because not all individuals in the Generation Z population had an equal probability of meeting the study criteria.

The qualitative component comprised an in-depth interview with the owner of Dua Transisi to identify existing marketing strategies, content planning processes, and performance evaluation practices. In-depth interviews provide contextual insights that survey instruments alone cannot capture (Kvale and Brinkmann, 2009; Roller, 2020).

The qualitative component served an explicit triangulation function. The owner's accounts of content strategy priorities, platform investment decisions, and audience communication practices were used to interpret and contextualise the pattern of dimensional loadings observed in the PLS-SEM results, particularly the high loading of E-WOM and the comparatively lower performance of trendiness. The qualitative insights confirmed that the studio prioritises personalised, responsive communication and relies heavily on client referrals and shared content over trend-driven posting, thereby providing a contextual explanation for the quantitative findings (Creswell and Clark, 2017).

Sample size was determined following Hair et al. (2017), who recommend a minimum of five observations per indicator in PLS-SEM analyses. With 26 indicators across SMM and brand awareness variables, the minimum required sample size was 130 respondents ($n = 5 \times 26$). Data collection was conducted between March and April 2025.

The SMM construct was operationalized using 15 indicators across five dimensions adapted from Cheung et al. (2019): entertainment (3 items), interaction (3 items), customization (2 items), E-WOM (3 items), and trendiness (3 items). Brand awareness was measured using 11 indicators across four dimensions adapted from Durianto (2004) and Pamungkas (2023): unaware of brand (2 items), brand recognition (3 items), brand recall (3 items), and top of mind (3 items). All items

were rated on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Descriptive analysis was conducted to profile respondents and evaluate SMM and brand awareness levels using a weighted index formula. Index scores below 33.3% were classified as low, 33.4–66.6% as moderate, and above 66.7% as high.

Social Media Marketing and Its Dimensions

Social media marketing is defined as the utilization of social media technologies, channels, and platforms to create, communicate, deliver, and exchange offerings of value to audiences (Tuten, 2023). It is further conceptualized as a form of marketing that leverages customer-to-customer interactions to build brand awareness and mitigate negative brand mentions in online environments (Chaffey and Smith, 2017). The construct is multidimensional, encompassing five core dimensions as operationalized by Cheung et al. (2019): Entertainment refers to the capacity of SMM content to create enjoyable and engaging experiences for platform users. Brands that deliver entertaining content foster emotional proximity with audiences, increasing the likelihood of brand recall and continued interaction (Dessart et al. 2015; Lestari et al. 2023). Interaction denotes the two-way exchange of information and opinions between brands and audiences facilitated by social media platforms. Higher interaction frequency is positively associated with stronger brand awareness, as repeated engagement deepens consumer familiarity with the brand (Rahmawati et al. 2025). Trendiness reflects a brand's ability to deliver timely, trend-relevant information. Content aligned with current trends captures audience attention, stimulates positive sentiment, and encourages purchase intention (Liu et al. 2021; Ratri, 2023). Customization encompasses the ability to tailor content, services, and responses to individual consumer preferences, including providing instant replies to inquiries and personalizing marketing communications (Seo and Park, 2018; Cheung et al. 2019). Electronic Word of Mouth (E-WOM) encompasses consumer-generated content, including comments, reviews, and shared experiences, that influences the perceptions of potential buyers (Monfared et al. 2021). E-WOM has been shown to significantly expand brand reach and strengthen brand credibility, particularly when amplified through influencer marketing (Putri, 2022).

Recent systematic evidence confirms that across diverse market contexts, SMM activities positively influence brand awareness, brand image, brand trust, and purchase intention (Kakar et al. 2023; Cheung et al. 2020). Multi-platform strategies tailored to platform-specific user behaviors outperform generic approaches, and high-quality, emotionally resonant content, including short-form video and interactive formats, drives superior engagement outcomes (Pham and Gammoh, 2016; Dwivedi et al. 2021).

Brand Awareness and Its Hierarchical Dimensions

Brand awareness is defined as the ability of a prospective buyer to recognize or recall that a brand belongs to a particular product category (Keller, 1993). It functions as a foundational component of brand equity, influencing consumer choice, purchase intention, and long-term loyalty (Hoyer and Brown, 1990; Keller, 2020). Firmansyah (2019), drawing on Aaker (1991) and Durianto (2004), conceptualizes brand awareness as a pyramid comprising four levels: unaware of brand (the lowest level, where consumers have no knowledge of the brand); brand recognition (consumers can identify the brand with prompting); brand recall (consumers spontaneously recall the brand within a product category without prompting); and top of mind (the brand is the first to come to mind when the category is mentioned). Attaining top-of-mind status confers a significant competitive advantage, as it directly shapes purchase decisions (Ramadayanti, 2019; Siahaan and Yulianti, 2016).

Influence of Social Media Marketing on Brand Awareness

The theoretical relationship between SMM and brand awareness is grounded in the Customer-Based Brand Equity (CBBE) model, which posits that consumer-brand interactions mediated by marketing communications shape brand recognition and recall (Keller 1993). In the digital context, SMM activities function as key touchpoints that increase brand exposure, foster emotional connection, and stimulate E-WOM, collectively amplifying awareness (Pham and Gammoh, 2016; Maria et al. 2019). Empirical studies across sectors, including fashion (Arviani et al. 2023), hospitality (Simbawa and Lemy, 2023), and retail (Elkayanti et al. 2025), have confirmed significant positive effects of SMM on brand awareness. In emerging market contexts, while SMM reliably

boosts brand awareness and engagement, conversion to purchase loyalty may require sustained, culturally adapted content strategies (Zeqiri et al. 2025).

Hypothesis testing employed Structural Equation Modeling with Partial Least Squares (PLS-SEM), analyzed using SmartPLS 4. The study adopted a second-order repeated indicator approach with a reflective-reflective measurement model. Evaluation proceeded in two stages: Stage 1 assessed convergent validity (outer loading > 0.7 , AVE > 0.5), discriminant validity (Fornell-Larcker criterion), and reliability (Cronbach's alpha > 0.6 , composite reliability > 0.7) at the dimensional level. Stage 2 repeated these assessments at the variable level and tested the structural model using R-square and bootstrapped path coefficients (t-statistic threshold > 1.96 at the 5% significance level). The hypothesis tested was: H₁: Social media marketing has a significant positive influence on the brand awareness of Dua Transisi among Generation Z.

Based on the theoretical framework (Figure 1) and prior empirical evidence, this study anticipates that SMM will demonstrate a significant positive influence on brand awareness, with E-WOM and interaction dimensions expected to emerge as the most influential contributors, consistent with Generation Z's peer-driven and interactive social media engagement patterns (Satrio and Prihandoko, 2025; de Castro and Sousa, 2025). The study operationalises SMM through five dimensions within a single aggregate second-order construct, allowing examination of the overall SMM-brand awareness relationship while preserving dimensional contributions through outer loading analysis. This aggregate approach is appropriate given the primary objective of establishing the overall SMM effect, with dimensional rankings informing the strategic recommendations in Section 4.6.

RESULTS

Company Profile and Instagram Marketing Strategy

Dua Transisi is a professional photography studio founded in late 2019 in Bogor, Indonesia. Initially focused on commercial and product photography, the studio progressively shifted to serving family segments, offering maternity, newborn, family, graduation, pre-

wedding, birthday, and passport photo sessions. The studio currently manages two physical locations within residential compounds, operating three themed studios in total.

Instagram serves as the primary and dominant marketing channel. The brand employs four content types: agile content (responsive to trending topics), portfolio content (showcasing work samples), emotional content (narrative and relational storytelling), and informative content (service and pricing information). The upload frequency ranges from 15 to 30 posts per month. Key performance metrics prioritized by the business include reach (178,574 in the most recent recorded month), profile visits (7,700), and WhatsApp link clicks (795), reflecting a penetration rate of approximately 10%.

The studio does not currently leverage influencer marketing as a systematic strategy, nor does it employ advanced analytics tools for performance optimization. Nonetheless, its interactive and responsive communication style has enabled it to build a loyal following despite its residential location.

Respondent Characteristics and Behavioral Profile

Of the 130 respondents, 51.5% were female and 48.5% male. The majority were domiciled in West Java

(64.4%), with DKI Jakarta and Banten representing additional concentrations, consistent with high internet penetration in these regions (APJII, 2023). Most respondents were aged 22–35 years (56.9%), held undergraduate degrees (80.8%), and were students (84.6%). Income levels were relatively balanced across categories, with 53.8% earning above IDR2,500,000 per month.

Regarding behavioral patterns, 86.9% of respondents had previously used photo studio services, with an average frequency of approximately two sessions per year and an average expenditure of IDR185,663 per session. Social media, particularly Instagram (91.3%) and TikTok (70.4%), was the primary channel for discovering and evaluating photography studio services. The most sought-after information included service pricing and packages (86.2%), portfolio and photo results (73.8%), and studio location and facilities (56.2%). The primary factors influencing studio selection were photo quality (84.6%) and affordability (73.8%).

Among respondents who had not used Dua Transisi, 58.5% cited limited knowledge of the brand as the primary barrier. This finding underscores the critical importance of sustained brand awareness efforts as a prerequisite for customer acquisition.



Figure 1. Conceptual framework

Brand Awareness Level

Brand awareness assessment using the weighted index method revealed that Dua Transisi’s overall brand awareness level was high (73.6%). The pyramid structure showed that 84.5% of respondents were aware of the photo studio industry (unaware of brand dimension, indicating awareness of the category), 80.5% demonstrated brand recognition, 73.9% achieved brand recall, and 59.2% placed Dua Transisi at the top of mind when thinking of photography studios. These findings indicate that Dua Transisi has established meaningful brand recognition and recall among its target audience, yet further strategic investment is needed to elevate top-of-mind awareness, which remains at a moderate level relative to the other dimensions.

From the top-of-mind analysis across 130 respondents, 47 distinct studio brands were mentioned, with Nala Studio (13.3%), Dua Transisi (12.4%), Fuji Film (8.6%), and Jonas (6.7%) among the most frequently cited. The absence of a single dominant brand in this market signals both the competitive nature of the sector and the opportunity for Dua Transisi to further consolidate its brand position.

Descriptive Analysis of Social Media Marketing

The overall SMM performance index of Dua Transisi was 70.4%, classified as high. Among the five SMM dimensions, customization achieved the highest index at 84.3%, reflecting a strong capacity to provide accessible and tailored information to consumers. E-WOM followed at 72.1%, entertainment at 71.3%, and interaction at 70.6%. Trendiness recorded the lowest index at 63.4%, classified as moderate, indicating room for improvement in delivering consistently trend-relevant content. These descriptive findings

are consistent with international evidence suggesting that information accessibility and personalized communication are among the most positively evaluated aspects of SMM by consumers, particularly in the service sector (Kakar et al. 2023; Cheung et al. 2020).

The Influence of Social Media Marketing on Brand Awareness

Measurement Model Evaluation

At the first-order level (Stage 1), all retained indicators achieved outer loadings exceeding 0.70, and all Average Variance Extracted (AVE) values exceeded 0.50, confirming convergent validity across all dimensions. Fornell-Larcker criterion values confirmed discriminant validity, with each dimension’s square root of AVE exceeding its correlations with other dimensions. Cronbach’s alpha and composite reliability values for all dimensions exceeded 0.70 and 0.60, respectively, confirming acceptable reliability.

At the second-order level (Stage 2)(Figure 2), the five SMM dimensions and four brand awareness dimensions successfully reflected their respective latent variables. AVE values were 0.665 for SMM and 0.698 for brand awareness, both exceeding the 0.50 threshold. Composite reliability for SMM was 0.874 and for brand awareness 0.908. Cronbach’s alpha was 0.783 for SMM and 0.874 for brand awareness, satisfying reliability requirements (Hair et al. 2017). E-WOM demonstrated the strongest outer loading among SMM dimensions (0.840), followed by entertainment (0.835), interaction (0.832), trendiness, and customization. Among brand awareness dimensions, brand recall showed the highest outer loading (0.892), followed by brand recognition (0.833) and top of mind (0.778) (Table 1).

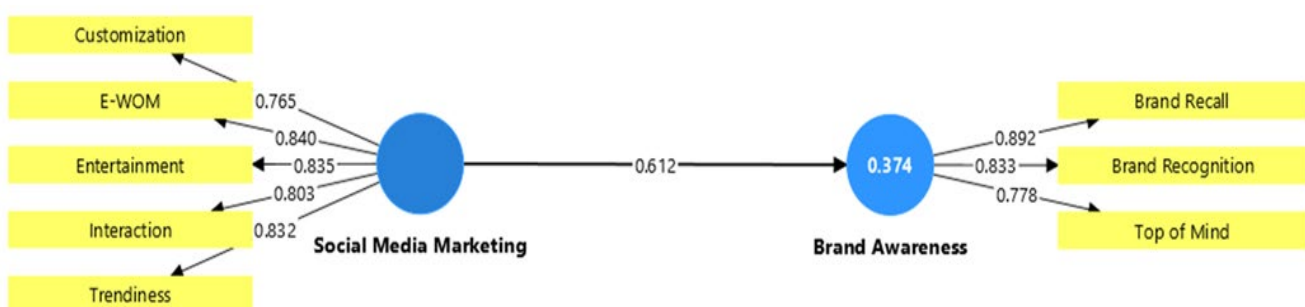


Figure 2. Final PLS-SEM Model Results (Second-Order, Stage 2)

Structural Model and Hypothesis Testing

The R-square value for brand awareness was 0.374 (moderate), indicating that SMM explained 37.4% of the variance in brand awareness. The remaining 62.6% is attributable to other factors such as consumer engagement quality, service quality, and complementary marketing campaigns (Wardhana, 2024).

The path coefficient from SMM to brand awareness was 0.612 (positive), with a t-statistic of 9.548, exceeding the threshold of 1.96 at the 5% significance level ($p < 0.001$) (Tabl 2). The null hypothesis was therefore rejected, and H1 was accepted: social media marketing has a significant positive influence on brand awareness of Dua Transisi among Generation Z. This finding is consistent with prior studies across multiple industries and contexts (Arviani et al. 2023; Elkayanti et al. 2025; Simbawa and Lemy, 2023; Putra and Aristana, 2020).

The relative dominance of E-WOM as the strongest SMM dimension (outer loading 0.840) can be explained by Generation Z's peer-driven information processing, for whom user-generated content and

influencer endorsements carry substantially greater persuasive weight than brand-initiated content (de Castro and Sousa, 2025; Sinha, 2025). In the context of a photography studio in a residential location, peer recommendations serve as critical credibility proxies that reduce perceived service risk for prospective clients who cannot rely on physical storefront cues. Entertainment's strong loading (0.835) reflects Generation Z's preference for emotionally resonant and aesthetically engaging content, consistent with the documented progression from hedonic to utilitarian brand engagement (Satrio and Prihandoko, 2025; Billman et al. 2025). The comparatively lower performance of trendiness (descriptive index 63.4%) reflects the studio's content strategy, which prioritises portfolio consistency over trend responsiveness a pattern confirmed qualitatively and attributable in part to the inherent service intangibility of photography. Customisation's lower structural loading despite its highest descriptive index (84.3%) suggests a performance ceiling: while respondents positively evaluate responsive communication, this dimension contributes less marginal differentiation to brand awareness compared with peer-endorsed E-WOM.

Table 1. Second-order measurement model results

Construct	Dimension	Outer Loading	AVE	CR (Cronbach's α)
SMM (2nd-Order)	E-WOM	0.840	0.665	0.874 (0.783)
	Entertainment	0.835		
	Interaction	0.832		
	Trendiness	0.808		
	Customization	0.797		
Brand Awareness (2nd-Order)	Brand Recall	0.892	0.698	0.908 (0.874)
	Brand Recognition	0.833		
	Top of Mind	0.778		
	Unaware of Brand	0.860		

Note: All first-order outer loadings > 0.70 confirmed at Stage 1 evaluation. AVE and CR reported at second-order construct level. CR = Composite Reliability.

Table 2. PLS-SEM path coefficient results

Path	Original Sample (O)	Sample Mean (M)	STDEV	T-Statistics	P-Values
Social Media Marketing \rightarrow Brand Awareness	0.612	0.618	0.064	9.548	0.000

Managerial Implications

Based on the SMMS (Social Media Marketing Strategy) framework of Li et al. (2020), four strategic directions are recommended for Dua Transisi to maximize brand awareness growth:

Social Commerce Strategy: Given that 86.2% of respondents seek pricing information as a primary criterion, Dua Transisi should integrate transparent, visually appealing pricing content into its Instagram feed. Promotional offers aligned with the average consumer budget of approximately IDR180,000 per session, communicated through Stories and Swipe Up features, can effectively convert awareness into booking intention while stimulating E-WOM.

Social Content Strategy: Content production should be expanded to include behind-the-scenes formats that demonstrate professional quality and studio atmosphere. Structured influencer collaboration, including micro-influencer photoshoot campaigns and educational content formats such as comparison or tutorial series, can extend brand reach and authenticity. Research confirms that influencer marketing, particularly through micro-influencers, produces deeper and more sustained brand awareness compared to conventional advertising (Zeqiri et al. 2025; Putri, 2022).

Social Monitoring Strategy: Adoption of social listening tools such as Hootsuite or native Instagram Insights will enable systematic monitoring of audience feedback and trending topics. Given that 58.5% of non-users cited limited brand knowledge as a barrier, proactive monitoring and timely response to audience queries can directly address this awareness gap. Generation Z consumers particularly value rapid and authentic brand responses via social media (Wahyuni and Istikhomah, 2024).

Social CRM Strategy: Building a dedicated online community through Instagram Close Friends, broadcast channels, or dedicated messaging groups can create a feedback loop that deepens consumer engagement and fosters repeat visits. Personalized communication based on audience interaction history strengthens brand recall and top-of-mind positioning, as evidenced by the significant contribution of interaction to the SMM latent variable.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

This study confirms that Instagram-based social media marketing has a significant positive influence on brand awareness among Generation Z consumers of Dua Transisi, a small photography studio in Bogor, Indonesia. The PLS-SEM results demonstrated a path coefficient of 0.612 ($p < 0.001$), explaining 37.4% of brand awareness variance. E-WOM emerged as the most influential SMM dimension, underscoring the centrality of user-generated content, influencer endorsements, and peer recommendations in shaping brand recognition and recall in digital environments.

Despite operating in a location with limited physical accessibility, Dua Transisi has achieved a high brand awareness index (73.6%), attaining strong brand recognition (80.5%) and brand recall (73.9%) among its target audience. Top-of-mind awareness remains at a moderate level (59.2%), representing the primary strategic opportunity for continued development. The findings validate that for creative SMEs in emerging markets, a well-executed Instagram marketing strategy can overcome physical location constraints by building digital brand equity.

While this study confirms the positive SMM–brand awareness relationship consistently reported in the literature, the moderate R-square value of 0.374 warrants contextual interpretation. Comparable studies in the hospitality sector report R-square values ranging from 0.30 to 0.55 (Simbawa and Lemy, 2023), and retail-focused Indonesian studies document similar values (Elkayanti et al. 2025), indicating that SMM explains a meaningful but not dominant share of brand awareness variance across service contexts. This pattern aligns with the CBBE framework, which recognises brand equity formation as multidetermined — SMM serves as one of several complementary antecedents alongside service quality and customer relationship management. The 62.6% unexplained variance thus reflects genuine contributions from complementary factors and constitutes an empirically bounded limitation rather than a model deficiency.

Recommendations

Future research should extend the analysis to include additional variables such as brand engagement, brand trust, and purchase intention, and consider longitudinal designs to capture the dynamic evolution of brand awareness over time. Comparative studies across multiple photography studio brands or different creative sub-sectors would further enrich the evidence base for SMM strategy in Indonesia's growing creative economy.

Beyond the specific case of Dua Transisi, these findings carry broader implications for small creative SMEs operating in emerging markets with limited physical accessibility. The significant SMM-brand awareness pathway, driven primarily by E-WOM and interactive engagement, suggests that photography studios, galleries, artisan workshops, and comparable micro-enterprises with strong digital content capabilities can effectively build brand equity through Instagram marketing even without prominent physical locations or large advertising budgets. Future research should test this generalisation through multi-firm comparative studies across creative sub-sectors and geographic regions within Indonesia and comparable emerging-market contexts.

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